



BTS GROUP HOLDINGS PCL

# SUSTAINABILITY PERFORMANCE DATA FY 2025/26

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# INTRODUCTION

This report, the BTS Group Sustainability Performance Data FY 2025/26 report, is a part of the BTS Group’s Annual Report and Sustainability Report FY 2025/26.

Click [here](#) to read BTS Group’s Sustainability Report FY 2025/26.

# ECONOMIC PERFORMANCE

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
Total revenue	THB mn	24,139	24,382	28,998	28,960
Operating revenue	THB mn	18,073	17,966	19,101	23,794
MOVE	THB mn	12,293	12,003	9,708	9,699
MIX	THB mn	5,138	5,112	5,084	4,652
MATCH	THB mn	642	851	4,309	9,443
Operating expenses	THB mn	11,932	12,001	12,680	14,943
Employee expenses (salaries, wages, other benefits)	THB mn	3,186	3,990	4,964	6,601
Net profit after minority interest	THB mn	1,836	(5,241)	2,117	-2,497
Dividend payment	THB mn	4,070	-	-	-
Income tax	THB mn	1,538	1,707	1,969	1,945
Assets	THB mn	270,926	272,082	322,410	322,206
Liabilities	THB mn	189,604	205,689	216,420	222,108
Equity	THB mn	81,322	66,392	105,990	100,098

# ENVIRONMENTAL PERFORMANCE

## ELECTRICITY INTENSITY

Indicator	Unit	Performance				Target 2025/26
		2022/23	2023/24	2024/25	2025/26	
Total electricity consumption per car-km operated (Green Line)	kWh per distance car-km	2.33	2.47	2.47	2.45	<2.69
Traction power (Green Line)	kWh/1,000 passengers-km	59.06	52.80	49.34	50.62	<50
Total electricity consumption at all train stations (Green Line)	kWh/Day	85,694	85,524	110,064	82,164	<94,000
Emissions per passenger-kilometre (Green Line)	gCO <sub>2</sub> e/passenger-km	44.74	39.74	56.98	34.21	<60.00
Emissions per passenger-kilometre (All lines)	gCO <sub>2</sub> e/passenger-km	n/a	n/a	47.61	46.38	n/a

## ENERGY CONSUMPTION

Indicator	Unit	Performance				Target
		2022/23	2023/24	2024/25	2025/26	2025/26
Total electricity consumption	MWh	164,380	172,641	257,955	279,917	n/a
Non-renewable electricity consumed	MWh	164,380	172,641	257,955	279,917	n/a
• Electricity consumption: Traction	MWh	109,102	115,573	164,965	173,182	n/a
• Electricity consumption: Non-traction	MWh	55,278	57,068	92,989	106,735	n/a
Non-renewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	12,024	11,367	6,410	346	n/a
Total non-renewable energy consumption	MWh	176,404	184,008	264,365	280,263	<270,000
Total Renewable Energy Certificates (REC) purchased	MWh	20,600	25,550	32,100	33,800	>26,437
Total renewable energy consumption	MWh	20,600	25,550	32,100	33,800	>26,437
Total electricity consumption from renewable energy	%	13	15	12	12	>10
Total cost of energy consumption	THB	820,428,506	824,866,880	938,983,155	937,986,444	n/a
Data coverage	%	96	95	94	95	n/a

## GREENHOUSE GAS EMISSIONS

Indicator	Unit	Performance				Target
		2022/23	2023/24	2024/25	2025/26	2025/26
Total GHG Emissions	Tonnes CO <sub>2</sub> e	153,249	111,106	237,081	203,568	<220,000
• Scope 1	Tonnes CO <sub>2</sub> e	5,681	4,585	7,688	9,784	<10,000
• Scope 2 (Location-based)	Tonnes CO <sub>2</sub> e	82,174	86,303	128,952	132,961	<130,000
• Scope 2 (Market-based)	Tonnes CO <sub>2</sub> e	71,876	73,531	112,905	116,906	<120,000
• Scope 3	Tonnes CO <sub>2</sub> e	75,692	32,991	116,488	76,879	<90,000
Data coverage	%	96	95	94	95	n/a

Greenhouse Gas Emissions Target	Base Year Emissions (tCO <sub>2</sub> e)	Percentage of total base year emissions	Target Year Emissions (tCO <sub>2</sub> e)	Percentage reduction target from base year	Validation
Scope 1 and 2 combined	FY 2019/20 78,020	96.60%	FY 2030/31 70,482	9.66%	We have publicly committed to seek validation to the target by the SBTi.

Scope 3 Category	FY 2025/26 Emissions (Tonnes CO <sub>2</sub> e)	Emissions calculation methodology and exclusions
1. Purchased goods and services	5,004.57	[Hybrid method] Water withdrawal, passenger ticket production and paper consumption emissions are calculated using raw data collection and TGO (Thailand Greenhouse Gas Management Organization) emission factors. Purchased stationary, purchased spare parts and maintenance materials emissions are calculated using web-based tools from Greenhouse Gas Protocol and Quantis. Contractor commute emissions are calculated using the number of people multiplied by average emissions.
2. Capital goods	849.64	[Spend-based method] Construction of new capital goods and purchase of capital goods emissions are calculated using web-based tools from Greenhouse Gas Protocol and Quantis. To estimate Category 2 emissions, the basic price in USD purchasing quantity is multiplied with the average emission factor.
3. Fuel-and-energy-related-activities (not included in Scope 1 or 2)	23,753.59	[Average-data method] Emissions from fuels, fuel from electricity production and electricity loss from transmission are calculated using raw data collection and TGO emission factors.
4. Upstream transportation and distribution	2,402.38	[Hybrid method] Passenger emissions are calculated using distance-based method from average ridership, average distance travelled and average emission factor. Other upstream transportation emissions are calculated using distance-based method, multiplied by TGO emission factors.
5. Waste generated in operations	35.97	[Waste-type specific method] Emissions from hazardous waste, non-hazardous waste, and transportation of waste are calculated from raw data collection and TGO emission factors.
6. Business travel	637.02	[Distance-based method] Plane emissions are calculated from passenger-km and average emission factor. The emission factor used to calculate Category 6 emissions is sourced from the UK Government DEFRA GHG Conversion Factors. This emission factor is multiplied with the activity data to accurately determine the emissions in this category.
7. Employee commuting	6,342.03	[Distance-based method] A survey was sent to all employees that asked for their distance to work, main mode of travel, and number of working days per week. This is multiplied by the emission factor of each respective mode of travel to get the emissions for this category. The emission factor is sourced from the UK Government DEFRA GHG Conversion Factors and TGO emission factors.
8. Upstream leased assets	-	Not applicable because BTS Group does not have any upstream leased assets.
9. Downstream transportation and distribution	-	Downstream transportation and distribution emissions are not significant for BTS Group, hence they are excluded from calculations.
10. Processing of sold products	-	Not applicable because there is no direct use-phase of sold products in BTS service.
11. Use of sold products	-	Not applicable because there is no sold product or service which emits significant amount of emissions.
12. End of life treatment of sold products	5.17	[Waste-type specific method] Emissions from end-of-life treatment of sold products such as packaging of takeaway foods are calculated from raw data collection and TGO emission factors.
13. Downstream leased assets	9,775.70	[Average-data method] Tenants electricity consumption is multiplied by TGO emission factor.
14. Franchises	-	Not applicable because there is no operation of franchises in our business.
15. Investments	28,072.53	[Investment-specific method] Emissions calculated from emissions of hotels under Rabbit Holdings, and emission factor is based on investment allotment of VGI.
Other upstream	-	All significant upstream GHG emissions are already covered under Scope 3 from Category 1 to Category 8.
Other downstream	-	All significant downstream GHG emission are already covered under Scope 3 from Category 9 to Category 15.

**Remarks:**

1. BTSG's GHG emissions are from BTS Visionary Park. BTSC's GHG emissions are from the BTS Green, Gold, Pink, Yellow Lines and BRT. VGI's GHG emissions are from station media, LCD screens and VGI head office operations. RABBIT's GHG emissions are from hotels, properties, and financial services business. ROCTEC's GHG emissions are from ICT products and advertising materials.
2. The data used to calculate the carbon dioxide emissions for electricity consumption (emission factor) from FY 2024/25 and earlier is 0.4999 tonnes of carbon dioxide equivalent per megawatt-hour (tCO<sub>2</sub>e/MWh), referenced from the Journal of Thailand Greenhouse Gas Management Organisation (TGO) published in April 2022. For FY 2025/26 onwards, the emission factor is 0.475 tonnes of carbon dioxide equivalent per megawatt-hour (tCO<sub>2</sub>e/MWh), referenced from the Journal of Thailand Greenhouse Gas Management Organisation (TGO) published in January 2026.
3. Scope 1 emissions under BTSC covers the fuel consumption of BTS and VGI buildings and cars, BRT, and refrigerants for air conditioners in the building and trains.
4. Scope 2 emissions reported here are market-based emissions.
5. Fuel consumption for Bus Rapid Transit (BRT) covers until August 2024, since the buses were converted to electric vehicles from September 2024 onwards.

## OTHER EMISSIONS

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
Nitrogen Oxide (NO <sub>x</sub> ) emissions	Metric tonnes	0	0	0	0
Sulfur Oxide (SO <sub>x</sub> ) emissions	Metric tonnes	0	0	0	0
Volatile Organic Compounds (VOC) emissions	Metric tonnes	0	0	0	0

## WASTE MANAGEMENT

Indicator	Unit	Performance				Target 2025/26
		2022/23	2023/24	2024/25	2025/26	
Total waste generated	Metric tonnes	815.54	854.86	1,414.09	1,407.03	n/a
Hazardous waste	Metric tonnes	156.23	100.16	230.61	381.27	n/a
Non-hazardous waste	Metric tonnes	659.31	754.70	1,183.48	1,025.76	n/a
Total waste recycled/reused	Metric tonnes	87.47	78.72	246.88	181.62	n/a
Total waste recycled	Metric tonnes	53.52	64.71	203.95	161.95	n/a
Hazardous waste	Metric tonnes	6.73	2.92	8.64	33.72	n/a
Non-hazardous waste	Metric tonnes	46.80	61.79	195.31	128.23	n/a
Total waste reused	Metric tonnes	33.95	14.01	42.94	19.67	n/a
Hazardous waste	Metric tonnes	26.96	4.73	17.01	11.56	n/a
Non-hazardous waste	Metric tonnes	6.99	9.28	25.93	8.11	n/a
Total waste disposed	Metric tonnes	728.07	776.14	1,142.07	1,225.41	<1,200.00
Waste landfilled	Metric tonnes	713.68	762.01	1,029.73	983.31	n/a
Hazardous waste	Metric tonnes	108.15	78.38	92.72	105.07	n/a
Non-hazardous waste	Metric tonnes	605.53	683.63	937.01	878.24	n/a
Waste incinerated (with recovery)	Metric tonnes	14.20	13.94	64.32	239.03	n/a
Hazardous waste	Metric tonnes	14.20	13.94	64.32	227.85	n/a
Non-hazardous waste	Metric tonnes	0.00	0.00	0.00	11.18	n/a
Waste incinerated (without recovery)	Metric tonnes	0.19	0.19	48.02	0.19	n/a
Hazardous waste	Metric tonnes	0.19	0.19	47.93	0.19	n/a
Non-hazardous waste	Metric tonnes	0.00	0.00	0.09	0.00	n/a
Waste otherwise disposed	Metric tonnes	0.00	0.00	0.00	0.00	n/a
Waste disposed of unknown disposal method	Metric tonnes	0.00	0.00	0.00	2.89	n/a
Data coverage	%	96	95	94	95	n/a

## WATER CONSUMPTION

Indicator	Unit	Performance				Target
		2022/23	2023/24	2024/25	2025/26	2025/26
Total net fresh water consumption	Million cubic metres	0.1995	0.2287	0.3862	0.3647	<0.4000
Withdrawal: total municipal water supplies (or from other water utilities)	Million cubic metres	0.1995	0.2287	0.3862	0.3647	n/a
• Withdrawal: Fresh surface water (lakes, rivers, etc.)	Million cubic metres	0	0	0	0	n/a
• Withdrawal: Fresh groundwater	Million cubic metres	0	0	0	0	n/a
Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted	Million cubic metres	0	0	0	0	n/a
Data coverage	%	96	95	94	95	n/a

## RETURN ON ENVIRONMENTAL INVESTMENTS

Indicator	Unit	Performance				Target
		2022/23	2023/24	2024/25	2025/26	2025/26
Capital investments for energy saving projects	THB	192,500	313,500	1,372,070	1,237,500	n/a
Operating expenses	THB	157,824	183,612	207,089	184,298	n/a
Total Expenses (= capital investment + operating expenses)	THB	350,324	497,112	1,579,159	1,421,798	n/a
Savings, cost avoidance, income, tax incentives, etc.	THB	131,419	226,321	932,481	600,186	n/a
Data coverage	%	96	95	94	95	n/a

# SOCIAL PERFORMANCE

## EMPLOYMENT

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
Total number of employees	Persons	5,880	6,451	8,493	8,804
Male		2,924	3,317	4,028	4,230
Female		2,956	3,134	4,465	4,575
<b>By type of hiring</b>					
Permanent employees (total)	Persons	5,755	6,213	8,236	8,594
Male		2,841	3,185	3,888	4,129
Female		2,914	3,028	4,348	4,465
Temporary employees (total)	Persons	125	238	257	210
Male		83	132	140	101
Female		42	106	117	109
<b>By period of working</b>					
Full time employees (total)	Persons	5,879	6,448	8,483	8,794
Male		2,924	3,316	4,022	4,226
Female		2,955	3,132	4,461	4,568
Part time employees (total)	Persons	1	3	10	10
Male		0	1	6	4
Female		1	2	4	6
<b>By position level</b>					
Top management level (total)	Persons	163	147	208	204
Male		108	91	128	138
Female		55	56	80	66
Junior management level (total)	Persons	471	505	848	924
Male		233	277	412	437
Female		238	228	436	487
Staff (total)	Persons	5,246	5,799	7,437	7,676
Male		2,583	2,949	3,488	3,655
Female		2,663	2,850	3,949	4,021
<b>By age</b>					
< 30 years (total)	Persons	2,328	2,583	3,103	2,927
Male		1,030	1,226	1,348	1,299
Female		1,298	1,357	1,755	1,628
30-50 years (total)	Persons	3,130	3,381	4,716	5,098
Male		1,620	1,784	2,285	2,283
Female		1,510	1,597	2,431	2,615

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
> 50 years (total)	Persons	422	487	674	779
Male		274	307	395	448
Female		148	180	279	331
<b>By nationality</b>					
Thai (total)	Persons	5,806	6,418	8,422	8,588
Male		2,859	3,287	3,964	4,054
Female		2,947	3,131	4,458	4,534
Chinese (total)	Persons	15	14	19	166
Male		12	13	18	137
Female		3	1	1	29
British (total)	Persons	2	6	3	5
Male		2	6	3	5
Female		0	0	0	0
Foreigner (other nationalities)	Persons	57	13	49	45
Male		51	11	43	34
Female		6	2	6	11
Foreigner (total)	Persons	74	33	71	216
Male		65	30	64	176
Female		9	3	7	40

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
<b>Total number of new employee hires</b>	Persons	1,112	1,757	2,193	1,845
<b>By gender</b>					
Male	Persons	528	905	852	726
Female		584	852	1,341	1,119
<b>By age</b>					
< 30 years	Persons	718	1,306	1,382	1,037
30 – 50 years		377	422	748	722
> 50 years		17	29	63	86

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
<b>Percentage of new employee hires</b>	Percentage	18.91	27.24	25.82	20.96
<b>By gender</b>					
Male	Percentage	8.98	14.03	10.03	8.25
Female		9.93	13.21	15.79	12.71
<b>By age</b>					
< 30 years	Percentage	12.21	20.24	16.27	11.78
30 – 50 years		6.41	6.54	8.81	8.20
> 50 years		0.29	0.45	0.74	0.98

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
<b>Percentage of open positions filled by internal candidates (internal hires)</b>	Percentage	29.23	7.61	21.50	16.67
<b>By gender</b>					
Male	Percentage	16.93	3.83	9.63	8.86
Female		12.30	3.78	10.88	7.81
<b>By age</b>					
< 30 years	Percentage	8.96	3.72	10.69	6.32
30 – 50 years		16.48	3.56	8.88	9.56
> 50 years		3.80	0.33	0.94	0.79

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
<b>Total employee turnover (total number of employees resigned)</b>	Persons	790	721	1,947	1,782
<b>By gender</b>					
Male	Persons	382	353	783	705
Female		408	368	1,164	1,077
<b>By age</b>					
< 30 years	Persons	407	420	1,040	855
30 – 50 years		302	262	829	829
> 50 years		20	39	78	98

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
<b>Total employee turnover rate (percentage of employees resigned)</b>	Percentage	13.44	11.18	22.92	20.24
<b>By gender</b>					
Male	Percentage	6.50	5.47	9.22	8.01
Female		6.94	5.70	13.71	12.23
<b>By age</b>					
< 30 years	Percentage	7.23	6.51	12.25	9.71
30 – 50 years		5.66	4.06	9.76	9.42
> 50 years		0.54	0.60	0.92	1.11

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
<b>Voluntary employee turnover rate (percentage of employees who voluntarily resigned)</b>	Percentage	12.40	10.87	18.33	17.80
<b>By gender</b>					
Male	Percentage	5.87	5.29	8.10	6.79
Female		6.53	5.58	12.58	11.01
<b>By age</b>					
< 30 years	Percentage	6.92	6.32	11.52	8.67
30 – 50 years		5.14	4.01	8.43	8.08
> 50 years		0.34	0.53	0.73	1.06

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
<b>Total number of employees having the right of maternity/parental leave</b>	Persons	2,211	3,114	3,686	7,256
Male		150	251	393	3,410
Female		2,061	2,863	3,293	3,846
<b>Total number of employees using the right of maternity/parental leave</b>	Persons	54	65	86	88
Male		0	4	6	9
Female		54	61	80	79
<b>Total number of employees returning to work after maternity/parental leave</b>	Persons	50	65	81	82
Male		0	4	6	7
Female		50	61	75	75
<b>Percentage of employees returning to work and remaining at work after maternity/parental leave</b>	Percentage	92.59	100	94.19	93.18
Male		0	100	100	77.78
Female		92.59	100	93.75	94.94

## TRAINING

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
Average hours per FTE of training and development (total)	Hours/Employee	34.27	77.43	42.84	46.86
<b>By gender</b>					
Male	Hours/Employee	38.52	73.92	44.82	45.88
Female		30.06	81.14	41.05	47.76
<b>By position level</b>					
Top management level	Hours/Employee	4.96	10.16	9.71	9.36
Junior management level		11.92	16.75	16.33	18.59
Staff		37.18	84.38	46.73	51.26

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
Training budget	Million Baht	6.22	18.60	19.72	25.73
Average amount spent per FTE on training and development	Baht/Employee	1,058.55	2,884.58	2,324.43	2,922.51
<b>By gender</b>					
Male	Baht/Employee	2,128.32	5,609.30	4,902.58	6,082.68
Female		2,105.99	5,938.83	4,420.13	5,625.22

## HUMAN CAPITAL RETURN ON INVESTMENT

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
Human Capital Return On Investment	-	4.83	4.10	4.29	3.12

## EMPLOYEE ENGAGEMENT

Indicator	Unit	Performance			
		2022/23	2023/24	2024/25	2025/26
Employee engagement	Percentage of actively engaged employees	85.00	85.00	81.75	81.75
Data coverage	Percentage of employees who responded to the survey	100.00	100.00	100.00	100.00

### Remark:

The latest Group-wide employee engagement survey was conducted in FY 2024/25 and is conducted Group-wide every 2 years.

## GENDER PAY INDICATORS

Employee Level	Pay ratio of women to men
Executive level (base salary only)	75.21%
Executive level (base salary + other cash incentives)	73.20%
Management level (base salary only)	86.61%
Management level (base salary + other cash incentives)	86.73%
Non-management level (base salary only)	95.04%

## PASSENGER SAFETY

Indicator	Unit	Performance				Target 2025/26
		2022/23	2023/24	2024/25	2025/26	
Serious passenger injury rate	Times per million trips	0	0	0	0	<0.03
Passenger fatalities	Times	0	0	0	0	n/a

### Definition:

- **Serious passenger injury rate** = (numbers of serious injury cases in 12 months \* 1,000,000 passenger-trips)/numbers of passengers in 12 months
- Serious passenger injury cases refer to those which require admission to hospital for observation or treatment immediately after an accident, include injuries due to trespassing onto the track injury involving unsafe condition of BTSC equipment / operation, but exclude suicide, attempted suicide, brawls between passengers or injuries due to passenger's own medical conditions.

### OCCUPATIONAL HEALTH AND SAFETY OF EMPLOYEES (BTSC)

Indicator	Unit	Performance				Target 2025/26
		2022/23	2023/24	2024/25	2025/26	
Serious work-related injuries of employees	Times/million working hours	0	0	0	0	<0.6
Lost-Time Injury Frequency Rate (LTIFR) of employees	Times/million working hours	0.4019	0.4136	0.2903	0.9301	<2.0
Work-related fatalities of employees	Persons	0	0	0	0	n/a

### OCCUPATIONAL HEALTH AND SAFETY OF CONTRACTORS (BTSC)

Indicator	Unit	Performance				Target 2025/26
		2022/23	2023/24	2024/25	2025/26	
Serious work-related injuries of contractors	Times/million working hours	0	0	0	0	<1.0
Lost-Time Injury Frequency Rate (LTIFR) of contractors	Times/million working hours	0.5198	0.5433	0.4368	0.6085	<2.0
Work-related fatalities of contractors	Persons	0	0	0	0	n/a

### OCCUPATIONAL HEALTH AND SAFETY OF EMPLOYEES (BTSC, VGI and RBH)

Indicator	Unit	Performance	
		2024/25	2025/26
Serious work-related injuries of employees	Times/million working hours	0	0
Lost-Time Injury Frequency Rate (LTIFR) of employees	Times/million working hours	3.5974	1.1641
Work-related fatalities of employees	Persons	0	0

### OCCUPATIONAL HEALTH AND SAFETY OF CONTRACTORS (BTSC, VGI and RBH)

Indicator	Unit	Performance	
		2024/25	2025/26
Serious work-related injuries of contractors	Times/million working hours	0.2129	0
Lost-Time Injury Frequency Rate (LTIFR) of contractors	Times/million working hours	0.6387	0.5731
Work-related fatalities of contractors	Persons	0	0

**Remark:**

An “n/a” indicates that the data for that topic was not collected. This applies for the previous 3 years data breakdown for Total number of new hiring employees, Percentage of new hiring employees, Percentage of open positions filled by internal candidates (internal hires), Total employee turnover (total number of employees resigned), Total employee turnover rate (percentage of employees resigned), and the previous 3 years data for Voluntary employee turnover rate (percentage of employees who voluntarily resigned).

## CUSTOMER SATISFACTION

Indicator	Unit	Performance				Target 2025/26
		2022/23	2023/24	2024/25	2025/26	
Satisfied customers: MOVE	%	87.0	87.0	88.4	86.6	>80.0
Satisfied customers: MIX	%	92.0	94.1	98.0	95.0	>90.0
Data coverage	% of customers	100	100	100	100	n/a

# The World's Most Sustainable Rail Transportation Company



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